



7 SEPTEMBER 2000

Command Policy

**PRODUCT SUPPORT MISSION AREA (PSMA)
MANAGEMENT FRAMEWORK**

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This directive establishes policy for the Product Support Mission Area (PSMA). It also defines the mission, key tenets, and management structure of the PSMA. This policy directive does not apply to the Air National Guard or US Air Force Reserve units and members.

SUMMARY OF REVISIONS

This interim change (IC), **Attachment 1**, removes Product Line Management from the Infrastructure Management business line and places it under the Product Management business line. This realignment was made because Product Line Management is viewed as a crosscutting activity that is more product-oriented than infrastructure-oriented. As a result, the Product Management business line is now composed of Product Planning (A1), Product Investment (A2), Product Line Management (A3), and Product Field Support (A4) while the Infrastructure Management business line now consists of Resource Management and Administrative Services (A5) and Strategic Workforce and Process Management (A6). A bar indicates a change to the previous edition of this publication..

1. Mission. The mission of the PSMA is to provide life cycle management of highly effective and affordable Air Force warfighting systems.

2. AFMC's Mission Area Structure. AFMC/CC has moved the command to operating within eight mission areas with a change in focus from budget or input management to one of cost or output management. The leaders in this command, including the Single Managers, should view themselves as cost managers, not budget managers. Budget managers focus on inputs while cost managers focus on outputs and, specifically, on the cost-per-unit of output. The goal is for AFMC to continue to perform the mission well and to do so at a reduced cost. The eight mission areas are Product Support, Information Services, Science and Technology, Supply Management, Depot Maintenance, Installations and Support, Test and Evaluation, and Information Management.

3. Key PSMA Tenets.

3.1. Product Support. Product support by a single manager throughout a system's life cycle is the AFMC management approach originally established as Integrated Weapon System Management (IWSM). This approach continues and is the central element of the PSMA to integrate all investment and field support activities for systems and end-items. AFMC establishes a Single Manager (SM) for each system or product item group and holds them accountable to ensure peacetime and wartime missions are satisfied with high quality products at best value to the warfighter.

- This life cycle management task normally requires activities that are conducted at more than one AFMC center. The PSMA provides the framework for identifying and building relationships necessary to link SMs and centers to the appropriate product support chains. These links are required since resources (manpower, facilities, equipment, etc.) are allocated through the mission areas to the centers, rather than through the program.

3.2. Strategy. We must organize and structure our activities to satisfy our mission or, in commercial terms, our market niche; that being providing the materiel foundation for aerospace power. To do so we create a value chain by understanding what it is our customer (the warfighter) needs, by identifying what competencies we must possess to satisfy these needs, and finally by structuring our organization and network of activities to provide best value (required quality at lowest cost). Our goal is to use this value chain approach to behave more as a market competitor with a constant focus on value and cost to the customer. A closer look at the elements of this value chain follows.

3.3. Warfighter (Customer) Needs.

- Assured system performance levels and availability throughout the life cycle
- Materiel suppliers looking at the long term needs of the combat aero/space forces
- Credible technological options for future warfighters
- The best match of materiel solutions to requirements and the military environment
- Competition and a viable industrial base

3.4. Mission Area Competencies.

- Matching military needs with concepts, technologies, and integrated solutions
- Assessing technology readiness and maturing as required
- Guiding long term technology investment
- Defining technical characteristics based on full understanding of requirements
- Building acquisition strategies based on full understanding of risk
- Contracting with acceptable sources and enforcing our interests
- Maintaining operational readiness and performance levels
- Providing lifetime in-service technical support
- Understanding and partnering with industry sectors

3.5. Organization Principles. Four key elements are single-face-to-the-user, life cycle management responsibility, business relationships, and Integrated Process and Product Development (IPPD).

3.5.1. Single Face-to-the-User. Empowers an SM with the widest range of program decisions and resources to satisfy customers' requirements throughout the product life cycle. Where practical,

dedicated resources are assigned to a program manager's organization within the resident center or at another center for program support. In other cases, where deemed to be more efficient, the industrial capability, supply support, infrastructure development and product group management are shared among more than one program, e.g., depot maintenance.

3.5.2. Life Cycle Management. Requires the SM to examine all program decisions from a total system perspective and establish relationships with all government and contract suppliers to ensure responsive customer support throughout the life cycle. In this respect, it is essential that depot field support sources be addressed at the earliest opportunity in the product cycle. Early assessment is necessary to ensure sufficient planning time for the effective implementation of operational support. The system life cycle may extend beyond United States/Department of Defense (DoD) deactivation to include support for those foreign customers who continue to use the system.

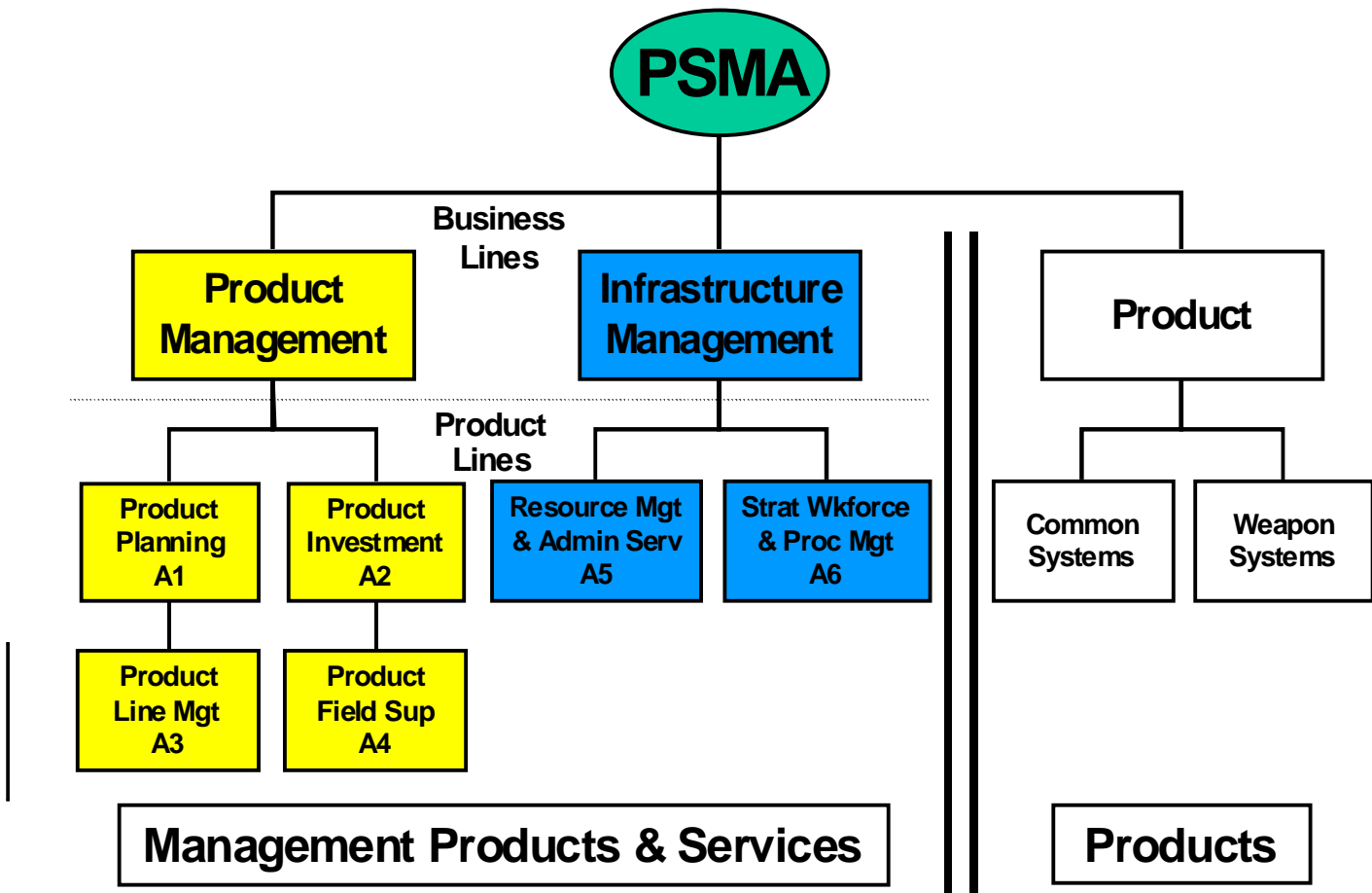
3.5.3. Business Relationships. SMs need to develop those business relationships that provide the best value to our customers. Goals must be set and results measured for both operational and financial performance at every milestone. Products and services must be provided or delivered with quality and responsiveness, and within cost. Each year, SMs must set goals to drive down costs and drive up quality and responsiveness. Operational and financial performance will always be measured together. The SM establishes a partnership with customers/suppliers to define requirements and advocate support of AF corporate level investment programs or identify unfunded requirements. SMs need to establish a supplier feedback system that enables them and others to rate and assess performance of repair and supply activities that support their system or products. This will be accomplished through the use of Service Level Agreements (SLA).

3.5.4. Integrated Product and Process Development (IPPD). Employs a multidisciplinary team approach to manage and integrate critical processes. Integrated Product Teams (IPTs) take ownership of products/processes, focusing on customer satisfaction.

4. Management Structure. The mission area is comprised of two business lines, Product Management and Infrastructure Management, as shown in Figure 1. The Product Management business line is comprised of the Product Planning, Product Investment, Product Line Management, and Product Field Support product lines. The Infrastructure Management business line is comprised of the Resource Management and Administrative Services and Strategic Workforce and Process Management product lines. The principles of Integrated Weapon System Management (IWSM) remain and are now completely contained within the Product Support Mission Area.

- The Products segment is comprised of Weapon Systems and Common Systems. The acquisition of Air force Weapon Systems is the responsibility of the Air Force Acquisition Executive (AFAE) and his staff (SAF/AQ). All Air Force investment authority flows from the AFAE through the PEOs/DACs to the SMs. As such PSMA does not have a direct role in Weapon Systems acquisitions. For common Systems, PSMA is charged to: partner with other MAJCOMs in identifying Air Force common needs and requirements; advocate common system requirements and obtain funding; monitor program execution; and develop a common systems roadmap.

Figure 1. PSMA Management Structure.



4.1. Product Planning (A1). The work to identify and prepare product unique solutions for investment. Involves investigating alternatives to decide what you want.

4.2. Product Investment (A2). The work to introduce new systems into the inventory or modify existing systems. It involves not only the warfighting systems themselves but also the logistics infrastructure to support it. Product investment involves all activities to define the specifics for what you want, contracting for it, developing and producing it, and then fielding it.

4.3. Product Line Management (A3). Center level crosscutting activities that benefit an entire Air Force product line (Air, Air Armament, C2, Space & Missile) as opposed to a single program or platform. It involves the continuous evaluation and modernization of the product line. Specific tasks include monitoring system safety, suitability, effectiveness, and affordability to identify common problems/solutions or technology needs/opportunities that cross warfighting systems; assessing oper-

ational performance of these systems; assessing product line performance of major suppliers; and assessing and defending supplier infrastructure needs as appropriate.

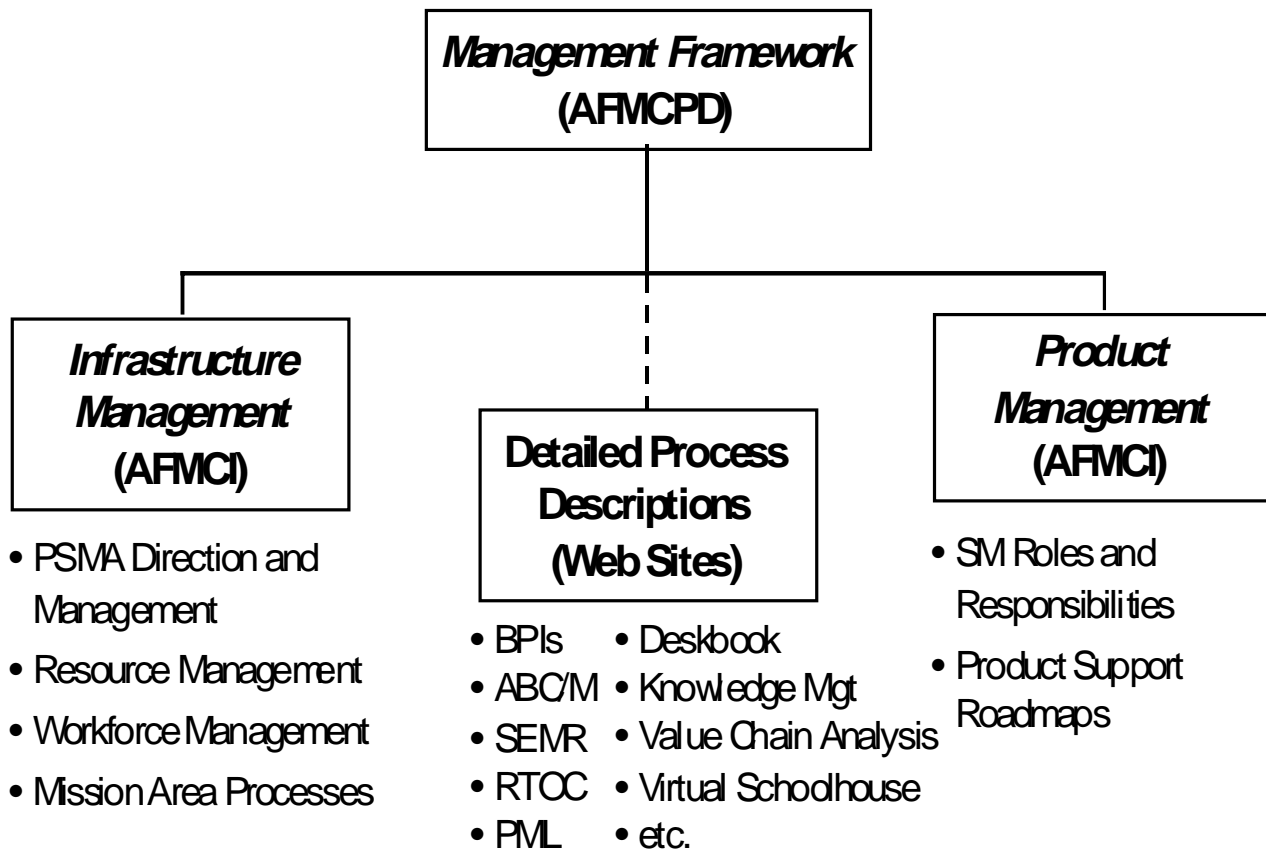
4.4. Product Field Support (A4). The work to maintain operational readiness and performance levels of fielded warfighting systems through execution of necessary technical and management functions. Includes all activities to plan for supply management, depot maintenance, battle/crash damage repair, and response to customer requests throughout the life cycle of a system and then the necessary activities to retire, demilitarize, and reclaim a system.

4.5. Resource Management and Administrative Services (A5). It includes the administrative and management activities that are necessary for the day-to-day operation and management of any PSMA organization.

4.6. Strategic Workforce and Process Management (A6). It involves the management and continual improvement of the people, processes, and mission area infrastructure employed by the mission area to manage Air Force warfighting systems. These activities are first and foremost the center-wide enablers that place people and processes into organizations to execute product planning, product investment, and product field support; and to some degree product line management. Included are activities to improve processes, conduct strategic planning and budgeting, and provide strategic workforce planning and development.

5. Policy Framework. The PSMA policy framework is shown in Figure 2 and is comprised of three documents: Management Framework, Infrastructure Management, and Product Management. Guidance on key PSMA business activities is documented in Product Support Mission Area Infrastructure Management. Key field support activities, as well as SM roles and responsibilities, are documented in Product Support Mission Area Product Management. Additional PSMA resources and guidance are maintained on the Internet and can be accessed through the DR homepage <https://www.afnc-mil.wpafb.af.mil/HQ-AFMC/DR>.

Figure 2. PSMA Policy Framework.



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Director, Requirements

Attachment 1**INTERIM CHANGE 2000-1 TO AIR FORCE MATERIEL COMMAND
POLICY DIRECTIVE 90-9**

IC 2000-1 to AFMCPD 90-9, Product Support Mission Area (PSMA) Management Framework

7 SEPTEMBER 2000

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